



Shifting the LANL EVM Culture

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The Challenge (2010 – 2016)

- Multiple line item capital projects at LANL over-running cost and schedule
- The EVMS is failing to provide LANL project management with accurate or timely information
- Management actions to address adverse performance trends not fully informed or arrived too late
- Government reviews of LANL EVMS in 2013 and 2014 repeatedly identified systemic deficiencies
- LANL EVMS de-certified Oct 2014

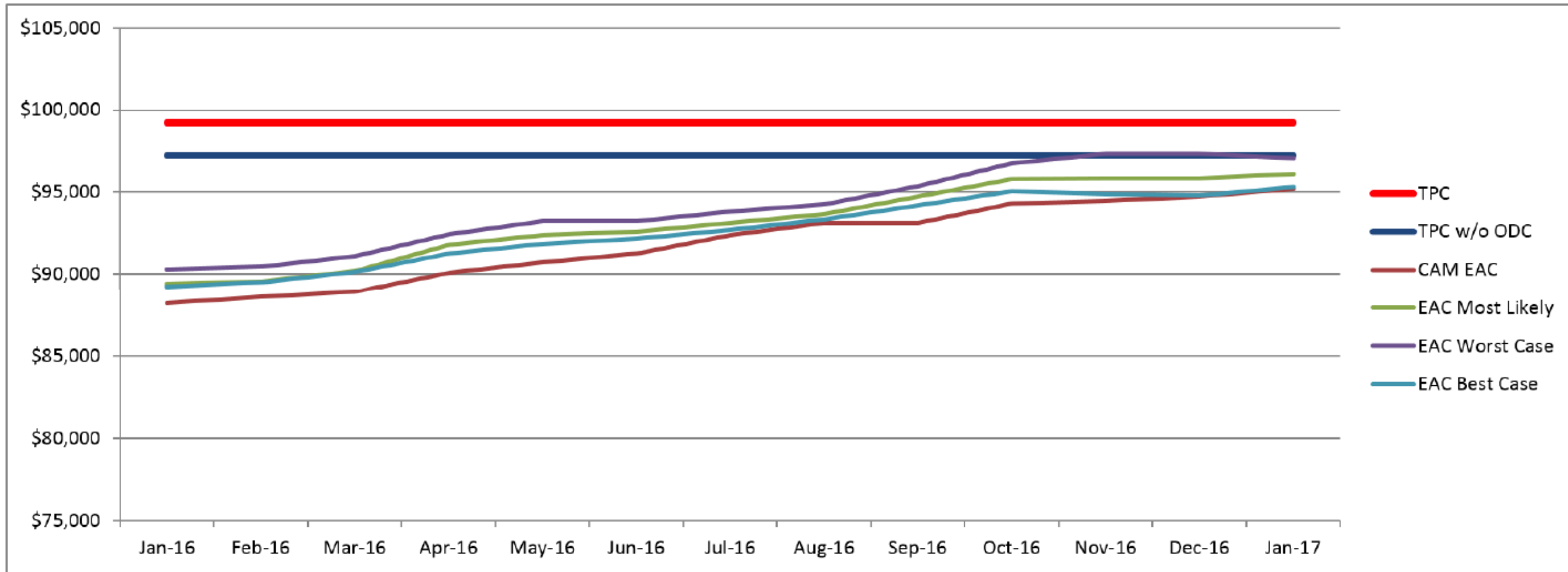


The Cultural Problem

- Lab management unable to recognize the link between poor project performance and an under-performing EVMS
- No demand for a continuously improving system
- Over-reliance on an EVM system that was previously certified
- Evolving compliance interpretations often labeled as the real problem
- Clear indicators that the EVMS was less than adequate were ignored



EAC Trend Example (TWF Project)





The Solution

- Corrective action plan (210 total actions) established, 18 month effort to rebuild the system from the bottom up
- Multiple senior level LANL management changes put into effect to drive the desired outcome
- Workforce re-focused towards building an effective system versus resisting inevitable change
- Productive partnerships with DOE-PM developed
- Established trust through demonstration of completed corrective actions – on time
- LANL EVM System re-certified by DOE-PM in October 2016



Today's LANL EVMS

- Compliant, but needs continuous improvement
- Management confidence in EVMS reporting reliability is strong and getting stronger
- A sustainable system achieved through a documented self-governance model
- Well-understood by executive level leadership to be an essential business system at the Laboratory
- EVMS compliant performance baseline now in place for \$1b+ project (CMRR)
- Enables the next generation of major weapons program projects to go forward



Questions

